

Johns Hopkins



2 academic hospitals
2 community hospitals
4 outpatient sites

70 academic rads
20 community rads



Healthcare delivery system is consolidating

System-affiliated community hospitals

54% in 2003 → 72% in 2018

>50% US physicians were affiliated with one of 637 health systems in 2018

Objectives

Why?



Challenges



Opportunities

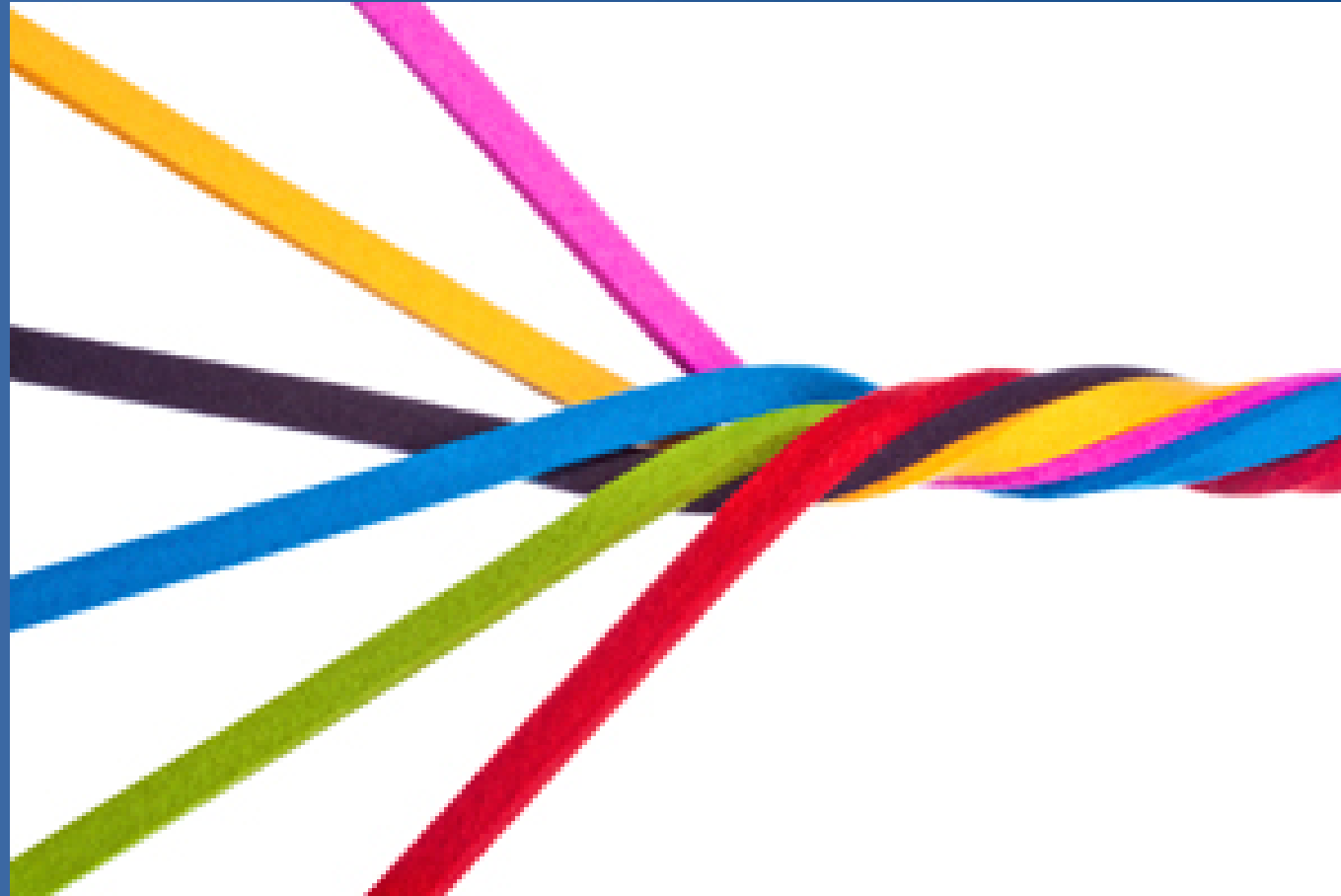
Why consolidate?

Financial pressures on AMCs – decreasing margins and strategy is growth

Payer mix more favorable at community hospitals

Radiology acquisition to meet the needs of parent enterprise

IDEAL



Lessons



Stay true to mission of the organization



Preserve value

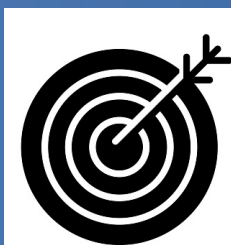


Bring leaders together

One Radiology Culture



People and Culture



Model – Sub-specialization, site-based worklist



Goal – Right study to right radiologist, load balance



Cultivate community & inclusion. Be visible & accessible.
– Leadership meetings every two weeks



Radiology Virtual Depart... ...

General

Bayview Body

Body Cardiothoracic

Body CT

Body MRI

Body US

Breast Imaging

ED Rotation

Families with kids

Fitness Fans

Foodies

IR-NIR

IT

MSK

NCR Body and Neuro

Neuroradiology 3

Nuclear Medicine

Pediatrics

Policies, Procedures, Safety

Reporting Resources

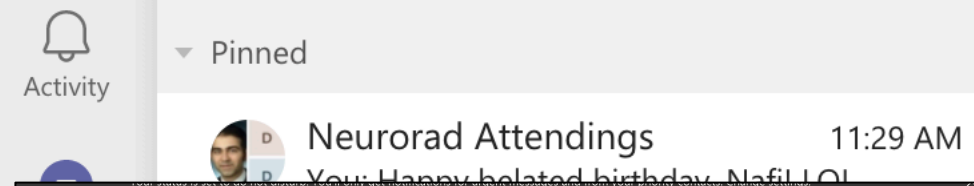
Radiology Virtual Department



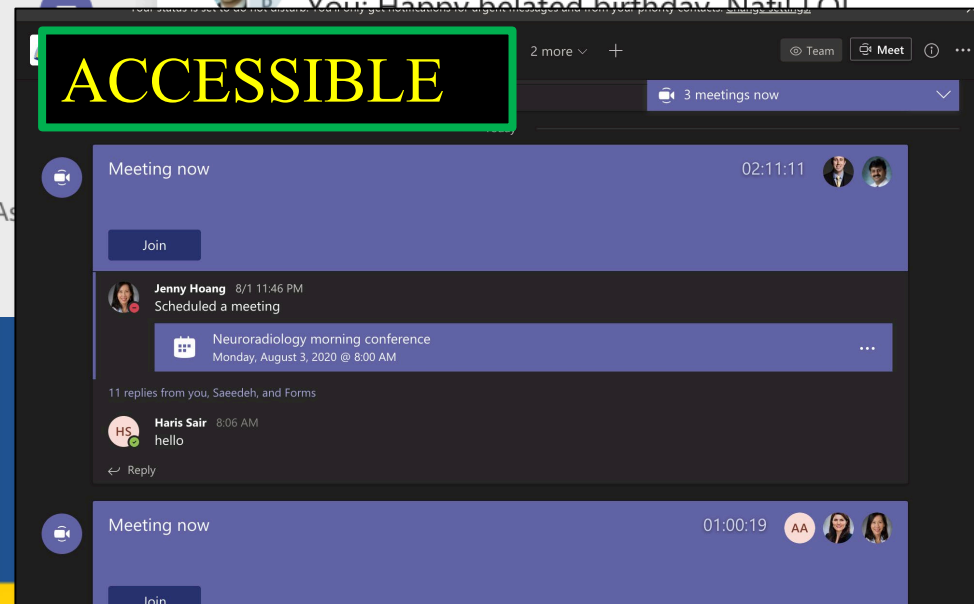
COMMUNITY



INCLUSION



ACCESSIBLE



Aligning Process and Policy



Approach – JHH lead and Inclusion

- Policy integration meeting - monthly
- Q&S meeting - monthly



Lessons – Listen. Understand differences.

- CT Contrast sign and contrast consent
- Peer review targets



Synergies

Identify efficiencies and cost savings

Would you like to spend 8.5 times less on contrast?

Synergies - Contrast

	Omnipaque:Visipaque
	2019
All Childrens Hospital	0:100
Bavview Medical Center	74:26
Howard County General Hospital	84:16
Johns Hopkins Hospital	72:28
Johns Hopkins Imaging	78:22
Suburban Hospital	93:7
Sibley Memorial Hospital	90:10

1. Different ratios = Different policies
2. Different prices for each hospital

Omnipaque 25% differences
Visipaque 2.8- fold differences

Synergies - Contrast

	Omnipaque:Visipaque 2019	Omnipaque:Visipaque June 2021
All Childrens Hospital	0:100	100:0
Bayview Medical Center	74:26	76:24
Howard County General Hospital	84:16	96: 4
Johns Hopkins Hospital	72:28	91:9
Johns Hopkins Imaging	78:22	97: 2
Suburban Hospital	93:7	98: 2
Sibley Memorial Hospital	90:10	99: 1

1. More favorable ratios
2. Negotiated same lower price across the system

Integration of AMC with Community Hospitals

One Radiology - enterprise-wide integration plan

High-quality and high-value imaging based on

1. Expertise in imaging acquisition and interpretation
2. Multiple convenient locations integrated with Hopkins Health System

